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15 April 1964

MEMORANDUM FOR: Director of Personnel

SUBJECT: Supervisory Responsibilities Program

REFERENCE: DD/S Memorandum, dated 7 April 1964, to D/Personnel,  
Same Subject

1. In accordance with your request the following represents the coordinated views of those employees of the Clandestine Services Personnel Division who attended the first running of the Reorientation in Supervisory Responsibilities course conducted on 10 April 1964: [REDACTED]

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a. The general reaction to the over-all program was most favorable. There was general agreement that such a program was long overdue and that it served as a much needed vehicle to put forward the views and philosophies of top Agency management officials to senior Agency supervisors.

b. With regard to the substance of the course the following changes were recommended:

(1) That the Executive Director-Comptroller or his Manpower Control Officer be added to the agenda to present top level management viewpoints relative to the utilization of Agency manpower assets in relation to the over-all manpower control policies of the White House, Bureau of the Budget and Congress.

(2) That the speaking time of the DCI could be reduced to only introductory remarks indicating his stamp of approval and importance that he attaches to the management role of the supervisor; that the time saved be used by the Executive Director-Comptroller in setting forth his general views on Agency management from his vantage point.

(3) That the Executive Director-Comptroller devote more time to summing-up at the conclusion of the course by putting the activities of the day back into perspective, again from his Agency management vantage point.

(4) That the Finance and Personnel portions of the course could have been livened up considerably by the use of visual aids or personal experiences to add some flash and color - as in the Medical presentation. It was generally agreed that Colonel White was at his best when he put forth his personal views and philosophies concerning two experiences of his past.

c. General Comments:

(1) It was generally thought that the handling of the microphone was quite clumsy and that it would save confusion by attaching it to the lectern.

(2) That necessary follow-up should be made with regard to publishing of the individual presentations, or perhaps the inclusion of the highlights from each presentation in the Support Bulletin.

(3) There was no complaint that the course was too long. However, two out of four recommended that perhaps some advantage might accrue out of dividing it up into two half-day morning sessions to be conducted on succeeding days. The thought being that so much was presented so fast that it would give one time to reflect between sessions and would be less disruptive to the normal office workday.

2. By and large the above indicates the general pattern of reaction from the four CSPD supervisors who attended this course. The only area in which there was a distinction in reaction between senior and junior supervisors was in relation to the Medical presentation. The "seniors" thought that it was most useful in that it represented Management's interest in its employees as human beings; that it was sympathetic to their wants and fears; and that it was aware of the stresses and strains which employment in this Agency places upon them. The "juniors" thought that perhaps the presentation could be condensed.

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Chief, Clandestine Services  
Personnel Division